

# KEYnotes

THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

January 1984, Vol. 14 No. 1

## KEYNOTES DEBUTS NEW FORMAT, DESIGN

The new look for this issue of KEYNOTES, the Monthly Newsletter for Employee Services and Recreation Managers, reflects the progressive posture of its publisher, the National Employee Services and Recreation Association; both are on the cutting edge of modern human resources management and both are committed to keeping employee services managers well-informed.

In addition to a new masthead and layout designed to enhance the newsletter's readability, KEYNOTES features a new editorial format. Beginning with this issue, page one of the newsletter will cover news, legislative issues and survey findings; page two will feature news briefs; page three will deliver management tips and programming ideas; and page four will contain NESRA news. Of special interest on the NESRA news page is the column, "The Resource Tap," a monthly search for information about the field from members. Data collected from the column will be computerized and available to the membership.

"The new look of the newsletter emphasizes our insistence on growth in this field," noted Patrick Stinson, NESRA executive director.

## HOW TO TURN OFF VOLUNTEERS

People responsible for working with volunteers frequently de-motivate them, according to Joel Welty, author of Welty's Book of Procedures.

To encourage volunteers to become former volunteers, Welty cites such actions as assigning them to tasks they dislike, giving them drudgery jobs and handing them too many projects. Not informing them of the committee's ultimate goals and objectives, not keeping them abreast of current developments, not acknowledging their presence and not thanking them for their efforts are also sure-fire ways to de-motivate volunteers.

In his book, Welty reminds those who work with volunteers that the volunteers' time is valuable, they do not get paid for their work and they need encouragement and confidence to continue offering their services.

TEN NEW YEAR'S  
RESOLUTIONS FOR  
BETTER HEALTH IN 1984

The American Council on Science and Health offers these resolutions for a healthier, safer 1984:

1. DON'T SMOKE -- Cigarette smoking is the leading cause of preventable death in America. Some 340,000 American smokers die each year of smoking-related diseases.
2. DON'T MIX DRINKING WITH DRIVING -- Fifty thousand people die in the U.S. each year in traffic accidents, and half of these are attributable to alcohol.
3. ADOPT A SENSIBLE DIET -- Many Americans don't take weight control or diet control seriously enough. Fad diets aren't the answer; stick to a reasonable, gradual weight loss and exercise program.
4. EXERCISE REGULARLY, BUT WITH CAUTION -- Physical fitness does matter for overall health and life expectancy. Lack of exercise is one of the factors that can increase the risk of coronary heart disease, the leading cause of death.
5. IF YOU DRINK, DO IT IN MODERATION -- Your ability to swim, ski, use power tools or drive a boat are all affected if you have more than one drink. Long-term, excessive use of alcohol leads not only to alcoholism but cirrhosis, heart and nervous system disorders.
6. HAVE YOUR BLOOD PRESSURE CHECKED -- High blood pressure is a common problem, and easily controlled if you know about it. Left untreated, it increases the risk of strokes, heart attacks and kidney failure.
7. USE SEAT BELTS, EVERY TIME -- Auto seat belts can reduce traffic deaths by 50 percent and injuries 65 percent, if they are used. Buckle up even for short drives.
8. SMOKE DETECTORS SHOULD BE IN EVERY HOME -- Residential fires are the second most frequent cause of accidental death at home, claiming 8,000 lives per year. Make sure your smoke detectors are working.
9. DON'T BELIEVE EVERYTHING YOU HEAR -- Lots of health information around today is unsound and downright dangerous. People have died from high doses of vitamins and minerals recommended by nutrition books. Before ingesting anything, check with your doctor.
10. FOCUS ON THINGS THAT MATTER -- Good medical care and common sense living will keep you healthy. Too many people are far too worried about food additives, pesticides, nuclear power plants and industrial chemicals, when they should be thinking about the dangers of tobacco, alcohol, overeating and lack of exercise.

## **RELATING TO WORKERS WITH DISABILITIES**

Many people avoid relating to those with disabilities because they simply feel they "don't know how." Lack of knowledge and experience only breeds unfounded fear and widens the distance between people.

To improve your relations with employees or clients with disabilities, you must understand that each person is an individual with unique abilities, needs and desires, says Dr. Carol Stensrud, assistant professor of recreation and leisure services at Fairleigh Dickinson University in Madison, New Jersey. She offers the following suggestions:

- Be yourself.
- Be honest.
- Ask if you don't know.
- Ask yourself, "Would I act this way if the person wasn't disabled?"
- Be respectful and age-appropriate in your relationship with people.

On February 29, 1984 Dr. Stensrud is coordinating the continuing education seminar, "Gearing Up: Meeting the Needs of People with Disabilities," directed to employee services managers, park and recreation personnel and human service workers. Held at the Madison campus of Fairleigh Dickinson University, the fee for participants is \$40 per person. Reservations can be made through Dr. Stensrud at 201/377-4700, extension 302.

## **TOWARD GREATER BUSINESS EFFICIENCY**

Repeating errors and lacking consistency in procedures is costly to any business. A procedures reference library can assure consistency and simplify operations for committees. Some managers refer to an open file folder, indexed annually. A permanent binder, with sections for major operations is preferable, however.

The binder should divide each year's operations and include an index page citing areas such as: costs, attendance, suppliers, refreshments, contracts and legal matters. The activities or operations should be recorded in detail, complete with an evaluation and any recommendations.

The extent of the employee services and recreation program will dictate the number of procedure manuals needed. Separate binders may be used for each activity, event or program. After seven years, new prices will make old records useless. Information that should never be destroyed include emergency assistance given employees and other unusual circumstances.

## TOURNAMENT NEWS

Region VII's 14th Annual Golf Tournament, coordinated by Bill Bruce, tournament director and Bob Scallon, tournament chairman, both from Motorola, attracted 312 participants September 3 and 4, 1983 at the Rancho Las Palmas, Ironwood North and Chaparral Golf Courses in Rancho Mirage and Palm Desert, California. Throughout both days of individual and team competition, attendance was at 100 percent.

Region VII winners and their net scores were as follows: Division A, Motorola SPS #1, 397; Division B, Hughes Fullerton #3, 392; Division C, Hughes Fullerton #6, 403; and Division D, Hughes Fullerton #8, 391. The low gross winner was S. Schlueter, SRP#1 with a score of 139. All low net winners clinched their titles with a score of 123. They included: F. Spies, Hughes Fullerton #2; G. Rediess, Hughes Fullerton #8; and R. Amorose, JPL #2. Region VII's Ladies Satellite Division winners included: Division A, Motorola #1, 298; Division B, Home Savings, 317. The tournament's low gross winners were J. Kos and H. Bourguin, both from Jet Propulsion Lab and both with a score of 147. J. Kos also had the low net with an impressive score of 93.

Jekyll Island, Georgia was the setting for the Region IV Golf Tournament held October 1 and 2, 1983 and coordinated by Don Strosnider, tournament director and James W. Smith, tournament chairman. Door prizes, awards, trophies and a hole-in-one contest featuring a Ford Thunderbird donated by the Ford Motor Company in Dearborn, Michigan highlighted the annual southwest tournament.

Region IV winners and their net scores were as follows: Division A, DuPont SRP, 418; Division B, General Motors, 432; 1st Flight A Division, DuPont, 413; 1st Flight B Division, DuPont Brevard, 445; 2nd Flight A Division, DuPont, 418; and 2nd Flight B Division, Monsanto, 451. Low gross went to N. Masterson of DuPont Brevard with a score of 145. D. Miller of DuPont SRP captured the low net with a score of 126. In the Region IV Women's Division, Y. Leiding of Lockheed Georgia won with a score of 160.

Moving from the greens to alleys...George Tschetsch of Rockwell International in Cedar Rapids, Iowa has been named coordinator of the 1984 NESRA Bowling Tournament, co-sponsored by Brunswick Recreation Centers. The dates of this year's tournament have been changed from January 1, 1984 - March 1, 1984 to February 1, 1984 - March 19, 1984. Rules and other tournament information will be sent to all NESRA members the third week of January.

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## THE RESOURCE TAP

To expand the association's resource network, NESRA is again asking its members to send their resources to headquarters. This month, members are asked to forward ten program brochures illustrating the company's employee services and recreation program. So NESRA can better serve your needs, send your program brochures to Carla Prusak, director of communications, 2400 S. Downing, Westchester, IL 60153.

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# KEYnotes

THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

February 1984 Vol. 14, No. 2

## PROPOSED RECREATION RESOURCES REVIEW COMMISSION TO ADDRESS AMERICA'S RECREATION NEEDS

by the Honorable Malcolm Wallop, U.S. Senator

Today, Americans enjoy more varied recreational activities more often than ever before. No other nation has found as many different means to enjoy the outdoors.

More than 175 million Americans over the age of 12 now participate regularly in outdoor recreation. There are 61.5 million campers, 18.6 million hunters, 52.5 million boaters, 63.7 million fishing enthusiasts, 19.5 million skiers, 13.7 million golfers, 25.5 million tennis players, 102.3 million swimmers, and 72.2 million bicyclists.

We can expect continued dramatic growth and changes in outdoor recreation participation through the year 2000. We must be certain that these recreation needs will be met through the combined efforts of the public and private sectors. Tight federal, state and local budgets threaten existing recreation areas and programs and preclude the growth in opportunity we will need. A new partnership of federal, state, local and private recreation interests can and must be forged to assure a sufficient quality and quantity of recreation in the days ahead.

For this reason, Representative Morris Udall and I introduced legislation early in 1983 to create a National Outdoor Recreation Resources Review Commission. The legislation proposes an 18-month study that would rely heavily upon the expertise of the private sector, both non-profit and profit, and government agencies actively involved in outdoor recreation. As with the Outdoor Recreation Resources Review Commission, which worked from 1958-1962, eight members of the commission would be drawn from Congress (divided evenly by party and chamber). Seven public commissioners, including the commission chairman, would be appointed by Congress. The commission's report would be presented to both Congress and the President.

We must evaluate and inventory our recreational needs today so we can assure our recreational resources for tomorrow for the enjoyment of our children and our children's children. The commission is a big step toward putting outdoor recreation back in the public policy spotlight where its needs will be analyzed and acted upon.

## TRAVEL WILL INCREASE IN 1984, EXPERTS SAY

Travel should increase significantly in 1984 as Americans take to the road to satisfy their pent-up wanderlust, experts at the 1984 Travel Outlook Forum predicted.

Two major incentives to travel will be the 1984 Louisiana World Exposition in New Orleans and the 1984 Summer Olympics in Los Angeles, which should also increase international travel to the United States.

In his keynotes address at the annual Travel Outlook Forum, Arthur White, vice chairman of Yandelovich, Skelly and White, said that Americans are still interested in the "full, rich satisfying life that was a goal in the 60s," but have become more careful about saving and spending their money wisely. They are concerned about value and quality and will seek that in their travels, he said.

Discussing 1983 travel trends, Douglas Frechtling, director of the U.S. Travel Data Center said, "I expect we will see a considerable rise in vacation travel in 1984. As jobs and income continue to increase at high rates, and prices remain relatively stable, Americans will once again turn to their favorite use of vacation time: travel away from home."

While Americans did not take more vacation trips this year than last, the trips they took were significantly longer -- up 17 percent to 4.2 nights. Business travel, on the other hand, was down 14 percent.

SOURCE: NEWSLINE, a publication of the TRAVEL INDUSTRY ASSOCIATION OF AMERICA, 1899 L Street, NW, Washington, D.C. 20036.

## THE KEY TO STRESS

The ability of the individual to control job demands is the key to limiting stress. According to Dr. Robert Karasek, of Columbia University and a specialist on job stress, as quoted in U.S. News & World Report, "the greatest stress occurs in jobs where the individual faces heavy psychological demands, yet has little control over how to get the work done."

Executives have only average levels of stress, because while these individuals face high demands, they also exercise a great deal of control over their work. They can also grow and develop new skills, building self-confidence.

While financial rewards can diminish stress in family life, it will not alleviate stress at work, Karasek asserts. Job control and demands are still stronger than the money limiting stress levels.

SOURCE: U.S. NEWS & WORLD REPORT, INC., U.S. News Building, 2400 N Street, NW, Washington, D.C. 20037.

NATIONAL HEALTH  
OBSERVANCES FOR 1984 --  
PART I

Health observances are special months, weeks and days devoted to the promotion of particular health subjects. Employee services and recreation managers, fitness directors and human resources administrators can use these special events listed by the National Health Information Clearinghouse to launch a health promotion activity, stimulate an awareness of health risks or foster an awareness of the problems associated with particular diseases and disorders. This month features February through June observances; next month, KEYNOTES will feature health observances for the remainder of the calendar year.

Most organizations that sponsor these health awareness events have developed promotional materials. For additional information on a health observance or the materials available, contact the sponsoring organization directly.

- FEBRUARY -- AMERICAN HEART MONTH, contact: Local chapter of the American Heart Association.
- MARCH -- NATIONAL NUTRITION MONTH, contact the American Dietetic Assn. in Chicago at (312)280-5000; RED CROSS MONTH, contact the American Red Cross in Washington, DC at (202)737-8300; SAVE YOUR VISION WEEK (MARCH 4-10), contact the American Optometric Assn. in St. Louis at (314)991-4100; NATIONAL POISON PREVENTION WEEK (MARCH 18-24), contact the Poison Prevention Week Council in Washington, DC at (301)492-6480.
- APRIL -- CANCER CONTROL MONTH, contact the American Cancer Society in New York at (212)736-3030.
- MAY -- AMERICAN BIKE MONTH, contact the Bicycle Federation in Washington, DC at (202)337-3094; BETTER HEARING AND SPEECH MONTH, contact the Council for Better Hearing and Speech in Washington, DC at (202)638-7577; CORRECT POSTURE MONTH, contact the American Chiropractic Assn. in Arlington, VA at (703)276-8800; MENTAL HEALTH MONTH, contact the Mental Health Assn. in Arlington, VA at (703)528-6405; NATIONAL ARTHRITIS MONTH, contact the Arthritis Foundation in Atlanta, GA at (404)872-7100; NATIONAL HIGH BLOOD PRESSURE MONTH, contact the National High Blood Pressure Education Program in Bethesda, MD at (301)496-1809; NATIONAL PHYSICAL FITNESS AND SPORTS FOR ALL MONTH, contact the President's Council on Physical Fitness and Sports in Washington, DC at (202)272-3430; OLDER AMERICANS MONTH, contact the Administration on Aging in Washington, DC at (202)472-3040; NATIONAL DIGESTIVE DISEASES AWARENESS WEEK (MAY 20-26), contact the National Digestive Diseases Education and Information Clearinghouse in Rosslyn, VA at (301)496-9707.
- JUNE -- NATIONAL SAFE BOATING WEEK (JUNE 3-9), contact the National Safe Boating Council in Washington, DC at (202)426-1080.

WINNERS ANNOUNCED IN  
NESRA NEW MEMBERSHIP  
CONTEST

Four NESRA members will be "taking off with NESRA on the wings of membership" as winners of the association's first new membership contest, which ran September 1 through December 31, 1983. In all, 168 new members were recruited by current NESRA members.

Clinching the grand prize of round trip air transportation between New York and Vienna and seven nights first class accomodations for two in Austria was Terry Schmucker of Interdesign in Scotts Valley, California with 18 new member entries. First place, seven days/six nights at any Stouffer hotel and two round trip air fares went to Carl Pirkle of Executive Adventure, Inc. in Atlanta, Georgia with 13 entries. Mary Kennedy of the National Bank of Detroit in Michigan grabbed second place and two round trip air fares to Bermuda with 9 new member entries.

A drawing was held to break a third place tie and Mike Long of Medtronics in Minneapolis, Minnesota won an eight day/seven nights stay at Regent International's Cerromar Beach Hotel in Puerto Rico with 6 entries. Also with 6 new member entries was George Hagemann of the University of Minnesota Hospital in Minneapolis, Minnesota.

With 24 new members, the Minnesota Employee Recreation and Services Council had the largest gain in membership.

Sixteen additional prizes were awarded to individual winners of a random draw conducted by the NESRA board of directors. All entries in the draw were current NESRA members who submitted new members in the 1983 contest.

Special thanks to all suppliers of NESRA's first new membership contest including: the Austrian National Tourist Office, Alia the Royal Jordanian Airline, Eastern Airlines and Stouffer Hotels, Bermuda Travel Planners, Ltd., Regent International Hotels, Westin Ilikai and Westen Wailea Beach, Orlando/Kissimmee Hilton Inns, the Beach Club Hotel, Harrah's Marina Hotel Casino, Disneyland Park and and Walt Disney World Vacation Kingdom, NAMCO, Northern Telecom, Hallmark Jewelry, the Beaver Run Resort, Oneida Silversmiths, Brunswick Recreation Centers and Creative Casters, Inc.

THE RESOURCE TAP



This month, employee services managers are asked to send copies of their employee association by-laws to NESRA headquarters, which will make them available to the membership. By stocking a wide variety of sample by-laws, NESRA can assist even more companies in establishing an employee association that meets the needs of today's workforce.

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March 1984, Vol. 14, No. 3

## NATIONAL FITNESS TESTING WEEK SLATED FOR MAY 6-12

America is going to be tested this May, a month that has been designated as National Physical Fitness and Sports Month by President Reagan.

At a press conference, the National Fitness Foundation announced plans for National Fitness Testing Week, slated for May 6-12, 1984. The campaign, "Take the test America!" aims to test 500,000 adult Americans, making it the largest fitness promotion ever conducted in America, according to Bob Mathias, executive director of the National Fitness Foundation. Mathias is best known for winning the decathlon in the 1948 and 1952 Olympics.

The National Fitness Test will be conducted in 112 markets in all 50 states at more than 1,500 health and fitness centers, including health clubs, medical centers and YMCA's. Devised by a panel of leading health and fitness experts, the 30-minute test consists of a series of push-ups, curl-ups, an arm hang, a three-minute step test and a flexibility sit-and-reach test. There is also an optional series comprised of a 1-1/2 mile run, a three-mile walk and a 600-yard swim for fitness buffs. Net proceeds from the \$2.00 test fee will benefit the Foundation's U.S. Fitness Academy in Indianapolis, a center for fitness information and research that will near completion in 1985. Once test results are compared against national fitness standards, participants will receive a personalized National Fitness Card bearing either a gold, silver or bronze medallion, along with a letter from Coach George Allen, chairman of the National Fitness Foundation and The President's Council on Physical Fitness and Sports.

Speaking on behalf of corporate sponsors, William Hightower, vice president of AT&T Information Systems explained, "Those of us in the corporate community are very aware of the benefits derived from having an employee population that is healthier and more physically active. Despite what you may think, everyone in America pays for the price of ever-increasing health care costs and lost productivity."

A nationwide, 24-hour, toll-free hot line providing local test center information will be announced soon.

NATIONAL HEALTH  
OBSERVANCES FOR 1984 --  
PART II

Last month, KEYNOTES featured the February through June 1984 health observances in the U.S. The remainder of this year's observances, identified below, can help employee services and recreation managers launch health promotion activities, such as health awareness workshops, or publish health-related information in their employee publications at their own companies.

Most organizations that sponsor these health awareness events have developed promotional materials. For additional information on a health observance or the materials available, contact the sponsoring organization directly.

- SEPTEMBER -- NATIONAL REHABILITATION MONTH, contact: National Rehabilitation Association in Alexandria, VA at (703) 836-0850; NATIONAL SIGHT SAVING MONTH, contact: National Society to Prevent Blindness in New York at (212) 684-3505.
- OCTOBER -- NATIONAL SPINAL HEALTH MONTH, contact: American Chiropractic Association in Arlington, VA at (703) 276-8800; NATIONAL FAMILY SEXUALITY EDUCATION WEEK (OCT. 5-11), contact: Planned Parenthood Federation of America in New York at (212) 541-7800; FIRE PREVENTION WEEK (OCT. 7-13), contact: National Fire Prevention Association in Quincy, MA at (617) 328-9290; NATIONAL DISABLED AMERICANS WEEK (OCT. 14-20), contact: National Easter Seal Society for Crippled Children and Adults, Inc. in Chicago at (312) 243-8400; NATIONAL LUPUS AWARENESS WEEK (OCT. 14-20), contact: Lupus Foundation of America in St. Louis at (314) 872-9036; NATIONAL RUNNING AND FITNESS DAY (OCT. 13), contact: American Running and Fitness Association in Washington, D.C. at (202) 965-3430.
- NOVEMBER -- NATIONAL ALZHEIMER'S DISEASE MONTH, contact: National Alzheimer's Disease Society in Chicago at (312) 853-3060; NATIONAL DIABETES MONTH, contact: American Diabetes Association in New York at (212) 683-7444; NATIONAL EPILEPSY MONTH, contact: Epilepsy Foundation of America in Landover, MD at (301) 459-3700; GREAT AMERICAN SMOKEOUT, contact: American Cancer Society in New York at (212) 736-3030.
- DECEMBER -- CHRISTMAS SEALS CAMPAIGN, contact: American Lung Association in New York at (212) 245-8000.

SOURCE: NATIONAL HEALTH INFORMATION CLEARINGHOUSE (NHIC), P.O. Box 1133, Washington, D.C. 20013-1133

OLYMPIC GIFT PROGRAM  
AVAILABLE TO NESRA MEMBERS

The 1984 Summer Olympic Games will be the most promoted, advertised and watched sports event in history. This worldwide exposure, created through the media and sponsorships, will produce extensive product recognition and consumer demand for Olympic collectibles.

Universal Promotions U.S.A. is banking on such heavy demand. Their confidence is evidenced by the 10 to 40 percent employee discounts on Olympic collectibles they are offering corporate members of the National Employee Services and Recreation Association (NESRA). Working in cooperation with NESRA, Universal Promotions' product line includes giftware items featuring the Stars in Motion, the official symbol for the 1984 Summer Games, and Sam the Olympic Eagle, the Games' official mascot.

By participating in this Olympic discount program, companies can offer Olympic commemoratives to their employees at considerable discounts, while also raising substantial revenue for their own programs and activities. Robert Hessman, president of Universal Promotions, estimates that with minimal effort, a medium-size company with 3,000 employees can raise \$1,000 for their programs and provide employees with a valuable discount on products heavy in demand.

Through this discount program, companies will be supporting American Olympic athletes (through fees paid to the Los Angeles Olympic Organizing Committee by the product licensees), supporting their own employee programs through the funds they raise, and supporting NESRA through the donation Universal Promotions will make to the association based on overall sales.

To kick off the national, fully computerized program, Universal Promotions will mail flyers this month detailing the complete product line, which includes such items as glassware, plaques, clocks, plates, hats, calendars, jewelry and Olympic coins, to NESRA members. After receiving the flyers, employee services and recreation managers need only distribute them and the order blanks to the workforce -- Universal Promotions will handle the rest. Now accepting Visa and Mastercard, orders can be sent in bulk from the company to Universal or sent directly by the individual employees. Products can be shipped to the company for distribution or mailed directly to the employees' homes. Universal Promotions will pay the company commissions on all orders received. For those companies that cannot receive revenue, Universal Promotions will donate the commission to NESRA.

For more information on this unique discount program, contact Bob Hessman of Universal Promotions U.S.A. at 35 E. Colorado Blvd., Pasadena, CA 91105 or (818) 405-8853.

**NESRA ESTABLISHES  
THREE NEW CHAPTERS**

Cincinnati, Ohio, Erie, Pennsylvania and Warsaw, Indiana are the host cities of three new NESRA chapters. Contacts for each chapter are as follows: Cincinnati -- Don Schneider, (513) 421-1800; Erie -- Tom Whitford, (814) 456-8511; and Warsaw ---Betty Atchison, (219) 267-9398.

Other cities selected for future chapter establishment include: St. Louis, Kansas City, Cedar Rapids, Indianapolis and Central Massachusetts-Worcester.

**TOURNAMENT UPDATE**

Winners of the 1983 NESRA Fishing Contest co-sponsored by the American Fishing Tackle Manufacturers Association are now final. Tournament Coordinator Dale Hails of DOFASCO, Inc. in Hamilton, Ontario reports the following first place winners:

<u>NAME</u>	<u>CATCH</u>
Lila Roos, Vitro Laboratories	110 lb. Marlin
Bruce Mulvaney, Honeywell, Inc.	12.3 lb. Walleye
Ken Van Laeke, Abbott Laboratories	1 lb. Perch
Dewey Rakes, Miller Brewing Co.	12.12 lb. Lg. mouth Bass
John McFadgen, DOFASCO, Inc.	31.4 lb. Muskellunge
Doug Stickney, DOFASCO, Inc.	25.4 lb. Rainbow Trout
Bob Foran, DOFASCO, Inc.	27.9 lb. Salmon
Ed Piaskowski, Babcock and Wilcox	5 lb. Sm. mouth Bass
Pat Stelmach, Blue Cross-Blue Shield	1.3 lb. Blue Gill
Gerry Dankort, DOFASCO, Inc.	17.2 lb. Lake Trout
John Rueb, 3M Company	28.8 lb. Northern Pike

Each winner receives a first place trophy along with various fishing tackle equipment donated by the following companies: Plano, Woodstream, Wright & McGill, Heddon, Stillfish Corp. and Shimano Industrial Company. A 3.5 horsepower outboard motor, donated by the U.S. Suzuki Motor Corporation in Brea, California, was the grand prize won in a random draw by Dewey Rakes of Miller Brewing Company.

All tournament entrants are reminded of these deadlines: BOWLING ENTIRE DUE -- March 19; PHOTO CONTEST ENTRIES DUE -- April 15; and RIFLE/PISTOL ENTIRE DUE -- April 1.



THE RESOURCE  
TAP

This month, NESRA needs your help in updating the fitness files. Please send in five copies of your company's fitness program brochure so NESRA can share your program ideas with other interested companies. Thanks to you, our resource files are growing fast.

# KEYnotes

## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

April 1984, Vol.14, No.4

### SENATE BILL OFFERS EMPLOYERS INCENTIVE TO KEEP WORKERS HEALTHY

Employers who offer health promotion programs to their workers will receive tax credits under a pending Senate bill, S.B. 1618.

Sponsored by Senator William Cohen (R-Maine), the bill would provide a 10 percent tax credit to businesses with preventive health programs in the workplace, including: educational programs designed to improve health (such as proper nutrition, exercise, weight control, smoking cessation or alcohol/drug rehabilitation); early screening programs aimed at identifying potential health problems; and wellness programs and facilities that directly involve participants in improving their health.

To be eligible for credit, the program must be made available to all employees, not discriminating in favor of executive officers or shareholders, and involve 25 percent of the workforce as regular participants.

In introducing the bill, Senator Cohen told his colleagues: "What I hope to do . . . is stimulate a concept in this country of providing a wellness ethic where we start taking care of our bodies long before we ever have to go into the hospitals, so that we never have to go into the hospitals."

"The concept of wellness is spreading all the way from Maine to California," he added, "where companies are now trying to institute programs because they know it is good for the company and employees if they have fewer accidents, . . . if they have fewer problems with their employees, and if they have a better employee attendance record in the workplace."

Health care costs account for 10 percent of the gross national product and are rapidly escalating to crisis proportions. Senator Cohen's bill encourages employers to reduce the burden of these costs by investing in programs for disease prevention and health promotion.

The legislation has already been referred to the Senate Finance Committee. Those in support of S.B. 1618 should write Committee Chairman Robert Dole (R-Kansas) urging him to move on this important bill.

## PROFIT SHARING AS AN EMPLOYEE MOTIVATOR

Although money itself may no longer be a sufficient motivator for many employees, profit sharing can still motivate all kinds of workers, according to Bert Metzger, president of the Profit Sharing Research Foundation, if it is presented in the right light by management.

Metzger classifies employees into two groups, traditional and non-traditional. The former, comprising about 56 percent of the workforce, is motivated by money and status, and the latter considers money less important than self-development and fulfillment through work and leisure activities. Young white collar employees—tomorrow's managers—are predominantly non-traditional in terms of what motivates them.

However, according to Metzger, "of all the factors that help to create highly motivated/highly satisfied workers, the principal one seems to be that effective performance be recognized and rewarded—in whatever terms are meaningful to the individual, be it financial psychological, or both." Thus, traditional workers will continue to be motivated by salary or bonus without any additional effort from management. Non-traditional workers may be motivated by money—in the form of profit sharing—if it is linked to their psychological needs. Therefore, it is important to present profit sharing as the direct outcome of raised productivity, teamwork, participation, or whatever is thought to be meaningful to non-traditional employees.

SOURCE: PROFIT SHARING COUNCIL OF AMERICA, 20 North Wacker Drive, Chicago, IL, 60606.

## THE BENEFITS OF COMPLAINTS

Preventing deterioration of a company's workforce quality is one of the benefits of a formal employee complaint procedure, reports Peter M. Panken in Management Review. "The most valued employees can get better jobs. They can quit if they think their problem won't be resolved," Panken notes. "Less desirable workers can't get better jobs and generally won't make waves." Other benefits of such a communication channel are reducing employee discontent and improving productivity.

In the initial stages of a grievance procedure, when an employee comes to talk informally to a manager, the manager should talk privately to the employee, take notes, and restate the problem to ensure that both understand the problem, Panken says.

SOURCE: MANAGEMENT REVIEW, 135 West 50th Street, New York, N.Y., 10020.

THE MODERN EMPLOYEE  
WISH LIST

1. I want a regular evaluation of my performance and salary, as well as information about wages and working conditions in other companies. If I can't get this information from you regularly, I'll have to accept it from the union or any willing source.
2. I want respect from my supervisor and management. I am more than a number on the payroll and resent having my duties changed without my input.
3. I want recognition for work well done. Even a small pat on the back shows me I'm appreciated. Without recognition, I have no incentive to excel again.
4. I want a chance for advancement. I need to know if my ambitions can be realized. By growing professionally, I can contribute more to the company.
5. I want interesting work to do. I need to know my job is important to the overall system. When you tell me that my work is meaningful, I gain the confidence that improves my performance.
6. I want a sense of belonging. I want to feel the satisfaction that comes from being a member of a team. I thrive on the team spirit that permeates the workplace and the recreation programs my company sponsors.
7. I want a sense of security and hope for the future. I want to be told about the future prospects of the company; its plans, programs and problems, too. After all, it's also a part of my future.

SAFETY: A YEAR-ROUND CONCERN

The National Safety Council can provide safety experts for interviews, statistics and safety information to help employees prevent accidental deaths and injuries. The Council regularly conducts programs and prepares materials for the following safety observances:

1984 SAFETY OBSERVANCE WEEKS

April 15-21	National Bike Safety Week
June 3-9	National Safe Boating Week
September 16-22	National Farm Safety Week
October 7-13	National Fire Prevention Week
October 28-November 3	National Safety on the Streets Week

1984 SAFETY OBSERVANCE MONTHS

May	Older Americans Month
May	Bike Safety Month

## GREAT EXPECTATIONS

"Delegates will leave the 1984 NESRA Conference and Exhibit with a motherlode of knowledge," promises Conference Chairman Leroy Hollins. "The educational sessions and workshops will provide something for every employee services manager."

While gaining information in such areas as management, innovative programming techniques, planning and program evaluation, conference attendees will enjoy both an old and new world atmosphere at the NESRA annual event.

A mining town-turned-multimillion dollar ski resort, Breckenridge, Colorado, will host the 43rd Annual NESRA Conference and Exhibit, May 17-20. Modern elegance characterizes the conference site, Beaver Run Resort and Conference Center, which is surrounded by a quaint village basking in Victorian charm.

A special feature of this year's conference will be an exhibit hall decorated as a turn-of-the-century gold mine. Among the key treasures will be the Universal Promotions, USA/NESRA Olympic Gift Discount Program featured in booths #64 and 65. Employee services managers can sign up their companies at the booths where the Olympic merchandise will be on display.

A record number of attendees are expected to arrive in Breckenridge, where temperatures are expected to climb into the 60's and 70's.

## AWARDS PROGRAM/TOURNAMENT UPDATE

This year's national awards program judges received nearly 100 entries from NESRA member companies. All award winners, excluding promotional contest #4, will be notified prior to the 1984 Annual NESRA Conference and Exhibit so they can plan on attending the Management Luncheon on May 18 to receive their award. Judges include: Bob Crunstedt, Honeywell, Inc., Betty Atchison, R.R. Donnelley & Sons, Chuck Bouchard, Raytheon Company, Pete DeFranco, Xerox, and Len Brice, NESRA consultant.

NESRA Photo Contest entries must be in by April 30th, reports Contest Chairman George Stark of McDonnell-Douglas, not April 15th as previously reported in KEYNOTES.



THE RESOURCE  
TAP

This month, managers are asked to share their recreation newsletters or company newsletters featuring employee services and recreation information with the NESRA network. Please send five copies of your publication to headquarters so NESRA can assist other employee services managers in launching a newsletter.

# KEYnotes

THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

May 1984 Vol. 14, No. 5

## TAXING ISSUES FOR RECREATION MANAGERS

By Randy Spiro

As businesspersons, employers look not only to the job-related performance benefits stemming from recreational facilities, but also to the tax consequences generated by providing such facilities.

Section 274(a) of the Internal Revenue Code places a limitation on the deduction of recreational expenses. No deduction is allowed unless the taxpayer establishes that the expense is directly related to the active conduct of its trade or business, OR if the taxpayer can come within the terms of the following exception. Under Internal Revenue Code Section 274(e)(5), where a recreational facility is maintained primarily for the benefit of employees other than officers, directors, shareholders, owners or highly compensated employees, then the Section 274(a) limitation will not apply. Treasury Regulation 1.274-2(f)(2)(v) goes on to say that the following expenses come under the above exception: Christmas parties, picnics, and the maintenance of either a swimming pool, baseball diamond or bowling alley so long as the usage of these facilities does not discriminate in favor of officers, directors, shareholders, owners or highly compensated employees.

Another way for an employer to gain a tax advantage is to form a nonprofit corporation. To qualify under Internal Revenue Code Section 501(c)(4), the organization must be a local association of employees, the membership of which is limited to employees of designated persons in a particular municipality, where the net earnings of the association are devoted to recreational purposes.

In a private letter ruling, a corporation was allowed to deduct contributions to a tax-exempt corporation formed to provide recreational activities for current and retired employees. The court reasoned that such contributions were intended to attract and retain employees, and were expected to reduce wages and other fringe benefits.

(Randy Spiro is a Beverly Hills attorney who specializes in business and tax planning.)

CONSENSUS: PEOPLE  
COUNT THE MOST

"Our greatest resource is our people." This is the finding of seven national computer conferences on productivity whose results were compiled by the American Productivity Center (APC).

The seven conferences represented 175 senior-level leaders from business, labor, academia and government who were brought together electronically by the APC from April to August, 1983. Without exception, each conference stressed the importance of the people side of productivity, quality, and quality of worklife. However, conference participants were reserved about the rash new "empty people programs," which are often empty on commitment, real involvement and willingness to change attitudes about hierarchy, decision making, and sharing of information and rewards.

The conferences also stressed the importance of implementation of research, theories and technology that have been developed and espoused but have not been applied. The report notes that, "If Americans fail to implement, then we will continue to fall short, no matter how many funds we invest in research, education, employee programs, quality, etc."

SOURCE: American Productivity Center, 123 North Post Oak Lane, Houston, Texas 77024.

TWO FOR THE PRICE  
OF ONE

In Oakland, California, two doctors who are sisters, Mary and Helen O'Keefe, share an anesthesiology position at Kaiser Hospital. Both women are married, with seven children between them, and share child care duties as well.

About 40 miles away in Palo Alto, California, the job of legal counsel to the city's Planning Department and Social and Community Services Department is shared by two lawyers, Marlene Prendergast and Sandy Sloan, who were on the verge of burning out under the pressures of private practice.

In Pella, Iowa, 50 pairs of employees, most of them unskilled line workers, share jobs at a plant run by the Rolscreen Company. The company has found that the practice reduces absenteeism and cuts overtime costs.

All three of these cases come from The Job Sharing Handbook (Penguin Books, \$6.95), a guide written by two pioneers in the field, Barney Olmsted and Suzanne Smith. The authors are co-founders and co-directors of New Ways to Work, a nonprofit San Francisco group that has helped clients find ways to share jobs since 1975.

SOURCE: WORKING WOMAN MAGAZINE, Hal Publications, Inc., 342 Madison Avenue, New York, N.Y. 10173.

## THE CORPORATE/RED CROSS ALLIANCE

To meet their goals of promoting individual well-being, saving human lives and preventing and reducing human suffering, the American Red Cross reaches out to communities across the nation with a variety of service programs. Because of Red Cross safety classes, health courses, publications and other services, millions of Americans live safer, happier, healthier lives.

By tapping into a local Red Cross chapter, employee services managers can gain valuable services for both their companies and their employees. Once a company expresses an interest in sponsoring a blood drive, the Red Cross coordinates the organization. If a company cannot supply a site for the drive, the Red Cross will bring a mini-mobile to the workplace. They also provide the staff for the collection of blood, all necessary supplies, refreshments, donor scheduling forms and promotional materials. Red Cross reps will make presentations to management to gain their support for the program, and they will speak to the blood drive committee members to help them in their job of recruiting donors.

"Half of the blood the American Red Cross collects is from businesses," says Mark Whipple, consultant to the Donor Resources Development section of the Red Cross. "The need is constant. And we aren't the only ones who benefit from company blood drives. Company employees are given an excellent health screening before they actually give blood through a hypertension screening, heart check, anemia and blood tests and blood typing. The blood drive also enables the company to help their community."

For companies, the American Red Cross will also set up and staff first aid stations at company picnics and rent educational films on topics ranging from tornados to nutrition, for an average fee of three dollars.

In the Red Cross' safety, health, and youth services courses, skills and knowledge are taught that enable the individual employee and their families to avoid, be prepared for, and cope with simple accidents that may occur in daily life, as well as life-threatening emergencies, while learning to care for themselves and others.

To heighten safety consciousness, the Red Cross offers instruction in first aid, emergency care, cardiopulmonary resuscitation, water safety, swimming and small craft safety. Health education is achieved through courses in home nursing, parenthood preparation and vital signs. Youth courses include: elementary safety and first aid, self-awareness, personal life management skills, recreational leadership and alcohol use and abuse.

"The Red Cross is much more than a team of blood collectors," notes Whipple. "We have evolved dramatically over the last decade. Our aim now is to inform companies and communities of the scope of our services."

## BOWLING TOURNAMENT WINNERS ANNOUNCED

A record 2,315 individual bowlers and 463 teams participated in the men's, women's and mixed divisions of the National Employee Services and Recreation Association's 13th Annual Mail-O-Graphic Bowling Tournament co-sponsored by Brunswick Recreation Centers. The tournament's national team winners are:

Men's Division: "Sinter Plant," Bethlehem Steel, Inc.  
Women's Division: "Go-Go Gals," Miller Brewing Company  
Mixed Division: "Too Many Martoonies," Boeing Company

Regional division winners are as follows:

Region I	Men's	-	"Quiet Five," Eastman Kodak Co.
	Women's	-	"Five Alive," Eastman Kodak Co.
	Mixed	-	"No. 7," Local Electronic Systems
Region II	Men's	-	"Harrison No. 1," Harrison Radiator
	Women's	-	"Five 'EZ' Pieces," Babcock & Wilcox
	Mixed	-	"No. 3," Maryland Cup Corp.
Region III	Men's	-	"Wringers," Detroit Edison Co.
	Women's	-	"Ten Frames," Ill. Agricultural Assn.
	Mixed	-	"No. 2," Rush Presbyterian - St. Lukes Hospital
Region IV	Men's	-	"No. 1," Stromberg-Carlson
	Women's	-	"Special Ladies," Miller Brewing Co.
	Mixed	-	"No. 40," Ball Memorial Hospital
Region V	Men's	-	"No. 1," Rockwell International
	Women's	-	"Double Renders," Kohler Co.
	Mixed	-	"Cenex 5," Cenex
Region VI	Men's	-	"A-Team," Texas Instruments
	Mixed	-	"Damn Yankees," Texas Instruments
Region VII	Men's	-	"Thursday Nite Live," Lockheed Employees' Recreation Assn.
	Women's	-	"Ole Friends," Motorola Inc.
	Mixed	-	"Hagin's Heroes," Boeing Company
Region VIII	Men's	-	"Gold Keys," Labatt Brewing Co. Ltd.

The tournament's national team winners will receive a team trophy and individual participant trophies. Regional division winners will receive team trophies and individual champion bag tags. And, through a random drawing of all tournament participants, one individual from each NESRA region has won a Jewel Crown bowling ball. All prizes were donated by Brunswick.



THE RESOURCE  
TAP

NESRA is interested in learning about your employee service awards programs and recognition banquets. How many years must an employee serve before being recognized by the company? What types of recognition do they receive? Please send a copy of your company's policy concerning service awards to NESRA Headquarters, 2400 South Downing, Westchester, Illinois 60153. Thank you for your continued support.

# KEYnotes

THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

June 1984 Vol. 14, No. 6

## EMPLOYEE RECREATION'S IMPACT ON PRODUCTIVITY

"One of the primary causes of stress among American workers today is the lack of autonomy in their jobs," Craig Finney, assistant professor of recreation and leisure studies at California State University told attendees of the National Employee Services and Recreation Association's conference last month in Colorado. "Recreation helps employees regain the control that improves their performance."

In his research conducted at California State in 1984, Finney found that as people experience a lack of autonomy in their work, they become stressed and their performances deteriorate. If given the opportunity to recreate, however, stress levels return to their optimum state and performances improve. Specifically, when one group was allowed to recreate for 10 minutes after a stressful task, they outperformed those who did not recreate by 300 percent.

"We've also seen in other research," said Finney, "that participation in employee recreation reduces turnover and absenteeism, and enhances job satisfaction and motivation — all of which enhances worker performances and increases company productivity and profits."

After initiating an employee recreation program, the Canada Life Insurance Company with 1,400 employees experienced a 22 percent reduction in absenteeism that translated into an annual savings of \$300,000. They also attributed a 13.5 percent decrease in turnover to the program. NASA found that active employees do not experience non-active employees' 50 percent reduction in effectiveness in the last two hours of the working day. New York Telephone estimated a net gain of 2.7 million dollars annually because of their health promotion programs, which positively affected coronary heart disease.

"I am convinced that employee recreation enhances profits," Finney concluded. "As capitalists, we help companies by increasing profits. And as humanists, we enhance the quality of work life by providing employees with recreation opportunities."

\* Tapes of this and other NESRA conference sessions can be purchased for \$7.50 each by writing Cassette Services, 815 N. Douglas, Arlington Heights, IL 60004.

EMPLOYEES: TOO MUCH  
TIME OUT

Time is obviously not on the side of many companies with the U.S. experiencing a "productivity gap" in its workplaces—The average U.S. employee wastes nearly one-third of his or her working day, reports Accountemps.

Conducted among 120 personnel directors and managers of medium and large corporations nationwide, the survey asked, "what percent of an employee's paid workday do you estimate is spent not working?" Responses ranged from a low of less than 10 percent to a high of 55 percent, with an overall average estimate of 32 percent.

The report states that the average employee, who is paid to work 35.2 hours a week, is actually wasting 11 hours and 15 minutes of paid working time each week. This adds up to 16 full work weeks a year.

SOURCE: MANAGEMENT WORLD, Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090.

ON CORPORATE  
RESPONSIBILITY

It is incumbent upon corporations to determine how they can help people attain a successful balance between work and relationships, maintain two staff members from The Menninger Foundation.

"Corporations will have to ask how much of the employee do they own," said Dr. Meredith Titus, a psychotherapist at the Topeka, Kansas-based mental health center. She, along with Dr. Robert Conroy, a staff psychiatrist and director of Menninger's alcohol and drug abuse recovery program, recently spoke to a \$100-a-plate luncheon audience sponsored by The Denver Area Trustees of The Menninger Foundation.

As ways corporations could contribute, Titus cited such ideas as offering paid leave for parents who have to take care of a sick child, less uprooting of families for job transfers, encouraging discussion among family members about an employee's promotion, and offering flexible work schedules.

To achieve a harmonious balance between work, relationships and self, Conroy recommends people establish a set of principles "that have something to do with the greater good"; establish and adhere to priorities (spending one's life at the office is not necessarily for the good of the family); pay adequate attention to the needs of oneself; and remember the principle of the hourglass in regard to relationship and work: "After an hourglass empties, you turn it over and recharge it."

SOURCE: DENVER POST, 650 15th St., Denver, CO 80202

## SPICING UP THE COMPANY PICNIC

The company picnic is often the most important and long-awaited employee event of the year. This summer, why not try some new ideas to enliven the traditional activities of your company picnic?

Brian Russell of Fun Services, Inc. in Chicago offers the following advice based on the latest trends for organizing exciting and well-remembered picnics:

- Let employees take "revenge" on their supervisors through a dunk tank. Managers from different departments volunteer to sit in the tank and take their chances on getting wet. "Everyone seems to be wanting one this year," Russell noted.
- Instead of the typical games for children, thrill youngsters with a carnival. Rides and special games will keep them content and busy throughout the day.
- Promote the company by having a supplier print the company name or logo on special prizes that ensure the event will be long remembered.

In order to make the company picnic a safe event, Russell stresses that managers make sure any suppliers of games, carnival rides or special attractions such as the dunk tank have an insurance policy in advance.

## DISCOUNT TRAVEL FOR RETIREES

Senior citizens planning summer vacations may want to consider the increasing variety of travel discounts available to them, reports U.S. News and World Report. To attract more of the millions of retirees who have the financial resources and leisure time to travel, the travel industry is offering bargain rates to those who qualify. Among the many examples:

Transporation. Trailways Lines, Inc. reduces fares 15 percent for members of the American Association of Retired Persons and 10 percent for all others age 65 and older. For \$1,199, Eastern Air Lines sells a Get Up & Go Passport to persons 65 and older. It's good for a year's travel to U.S. cities served by that carrier.

Lodging. Holiday Inns, Vista International, Hilton, Dunfey and Marriott hotels give room discounts of 50 percent to holders of Eastern passports. Another chain, La Quinta Motor Inns, cuts 20 percent from room rates for all senior citizens at its 136 motels in 26 states.

National Parks. The federal government issues a Golden Age Passport—a free, lifetime entrance permit to national parks, forests, monuments and recreation areas. The passport, for persons 62 or older, can be obtained only in person at park entrances or offices. The passport admits the holder and a carload of companions.

TOURNAMENT FLASH: NESRA  
PHOTO CONTEST WINNERS

A seven-foot display of the 60 winners of NESRA's 1984 Photo Contest captured the gaze of nearly 600 pairs of eyes roving through the exhibit hall at NESRA's conference in Colorado. To arrive at the final 60, Photo Contest Chairman George Stark of McDonnell-Douglas Corporation and a team of photography professionals judged 541 entries. Guardian Photo co-sponsored the contest and donated 37 prizes, including a telephone answering machine, cordless telephones and \$50 dinner-for-two gift certificates.

Following are the first place division and class winners:

BEST IN SHOW  
FOGGY MORNING WALKWAY  
Lynn Irons Holman  
General Mills

<u>DIVISION WINNERS</u>		
<u>SLIDES</u>	<u>COLOR PRINTS</u>	<u>B &amp; W PRINTS</u>
GREAT BLUE HERON	WILD ROSE	SAILBOATS IN FOG
Carol Winch 3M Company	Don Lawrence Puget Sound	Gary A. Roehl Amer. Natural Resources

<u>CLASS WINNERS</u>			
<u>SLIDES</u>		<u>B &amp; W PRINTS</u>	
Nature	GREAT BLUE HERON	Nature	OWL
Scenic	LONELY SENTINEL	Scenic	Carol Winch
	Ken Spences		3M Company
	General Dynamics	Human	SAILBOATS IN FOG
Human	QUIT SHOVING	Interest	CITY CATS, 1984
Interest	Louis Poulter	Pamela Powers	Arizona Electric
	Martin Marietta		Power
Open	A TIME FOR PLAY	Open	CRYSTAL CLEAR
	Fred Luhman		Warren D. Williams
	Martin Marietta		Texas Instruments
<u>COLOR PRINTS</u>		<u>Open</u>	<u>INTERLUDE</u>
Nature	WILD ROSE		Janis Stephenson
Scenic	HAWAIIAN SUNSET		Martin Marietta
	Leonard J. Sobas		
	Martin Marietta		
Human	MY FIRST AIRPLANE TRIP		
Interest	Walter J. Madej		
	Ohio Bell		



THE RESOURCE  
TAP

NESRA's Fitness and Health Committee is interested in obtaining copies of successful corporate fitness program and/or facility proposals. Proposals should be sent to NESRA Headquarters, 2400 S. Downing, Westchester, Illinois 60153. Your cooperation will enable more companies to put wellness in their workplace.

# KEYnotes

## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

July 1984 Vol. 14 No. 7

### HOUSE AND SENATE PASS EMPLOYEE BENEFIT TAX BILLS

Both the House and Senate recently passed tax bills that propose important changes to the tax treatment of employee benefit plans.

In separate tax bills, the House and Senate restricted the use of voluntary employees' benefit associations (VEBAs). These arrangements allow employers to self-fund an array of benefits, including disability and medical aid, as well as recreation facilities. Under current law, an employer is entitled to business expense deductions for compensation, including payments for employee benefits. Permissible deductions include payments to a funded benefit plan as well as premiums paid to an insurance carrier.

Citing apparent abuses of the more favorable rules for welfare plans with the funding of vacation homes and other luxury benefits primarily for top executives, the House bill proposes to sharply limit the amount and timing of employee tax deductions. The more modest Senate version (which is more likely to be adopted) focuses on assuring that a benefit plan is not limited to top executives and owners.

VEBAs have been popular because they allow tax deductions for generous advanced funding. Backers contend they are a tool to control benefit-cost growth.

If another Senate bill passes, employees can resume excluding from their current income certain education assistance payments received from their employer. This exclusion, authorized by Section 127 of the Internal Revenue Code, expired December 31, 1983. The Senate bill would extend Section 127 to December 31, 1985, and retroactively, make tax-exempt those payments made since December 31, 1983. No similar provision is found in the House bill.

Many firms have instituted tuition assistance programs in response to Section 127 and growing employee interest in education to upgrade employment skills. A number of collective bargaining agreements provide for employer-paid retraining of workers on permanent lay-off. The American Society for Training and Development estimates that 2 million people annually receive education assistance to upgrade their skills. Unless Section 127 is extended and made retroactive, many of these efforts will be abandoned.

BUSINESSES SUPPORT  
WORKERS' RIGHT TO  
SMOKE-FREE ENVIRONMENT

The new San Francisco law requiring businesses in that city and the surrounding county to develop a smoking policy or face a fine has met with no opposition from the business community, according to San Francisco Board of Supervisors President Wendy Nelder, the bill's author. In fact, the San Francisco Smoking Pollution Control Ordinance, which went into effect March 1 has generated letters of support from business representatives.

Specifically, the San Francisco no-smoking law states that each worksite must establish a smoking policy that will "accommodate, insofar as possible, the preferences of nonsmokers and smokers, and if a satisfactory accommodation cannot be reached, to prohibit smoking in the office workplace." Violators are subject to fines of up to \$500 per day.

Fines, however are not the element that makes a smoker comply with a nonsmoking law, according to John Banzhaf III, executive director of Action on Smoking and Health (ASH), and professor of law at George Washington University in Washington, D.C. "Fines are last resorts in [most] cases," he said. "Most people comply when signs are posted. We have all become so accustomed to complying with signs, that we automatically do what they say."

SOURCE: EMPLOYEE HEALTH & FITNESS, 67 Peachtree Park Drive, N.E., Atlanta, Georgia 30309

VACATION TRAVEL TO RISE  
THIS SUMMER

Leisure travel is on the increase as 107 million Americans will vacation away from home this summer, the U.S. Travel Data Center announced.

More vacationers will head to the seashore than anywhere else, but city destinations are a close second, according to the non-profit research center's report, 1984 Outlook for Summer Travel: A Guide to Vacation Markets. The Data Center predicts vacationers will spend 1.8 billion nights away from home and 271 million person-trips in June, July and August, 1984. (A person-trip is counted each time one person travels 100 miles or more away from home.)

Overall, summer vacation trips will increase 3 percent over 1983, and nearly one-third of all vacationers are budgeting more for travel than last summer. The forecast reports 81 percent of summer vacationers will travel by car, truck or recreational vehicle, and 14 percent will be by air, the same proportions as last summer. Among the regions, the Northeast will generate the most summer vacation travelers.

SOURCE: U.S. Travel Data Center, 1899 L Street, N.W., Suite 619, Washington, DC 20036.

'RUN FOR LIBERTY' HELPS  
RESTORE AMERICA'S SYMBOL  
OF FREEDOM

For people entering New York harbor through the Verrazano Narrows, the Statue of Liberty appears to stride across the water in greeting, never quite turning her gaze from newcomers. This was the view of Liberty as she was seen by more than 17 million immigrants at the end of their journey from the Old World to the New. Tragically, 100 years of wind, rain, pollution and salt water have placed both the Statue of Liberty and Ellis Island in severe disrepair. Responding to this decay of America's foremost symbol of hope and independence, which turned 100 last week, President Reagan announced the formation of the Statue of Liberty - Ellis Island Centennial Commission in 1982. Under Commission Chairman Lee A. Iacocca, its Foundation plans to raise \$230 million by the rededication ceremony in October of 1986 to restore and preserve the lasting memorial to the millions of U.S. immigrants.

Already, \$90 million have been raised through corporate sponsors, who each pledged \$5 million, and American school children, who have adopted the "Run for Liberty" program as their national school fund-raising project. The Run for Liberty Campaign is now inviting the nation's employees to provide grass roots support by participating in the restoration experience through a sponsored fun run-style event. Just as grass roots support built the Statue and brought it to Ellis Island, the Foundation is confident such support can help restore it. With the assistance of the Run for Liberty Campaign Headquarters in Emmaus, Pennsylvania, an entire company, division or department can organize a Run for Liberty anytime between now and October of 1986. Such an event can be tied in with a company picnic or family day, or simply conducted during lunch hours at the worksite, says Dr. Richard M. Brown, program coordinator. "Employees obtain people to sponsor them for laps they complete in a half hour's time," he explains. "Or they can serve as the sponsors for their company management who run."

Run for Liberty will pay for all postage and supply the employee services and recreation manager or appointed coordinator with all materials including promotional posters, flyers, brochures, films and videos, as well as participant logs, sponsor sheets and t-shirts and lapel pins for all runners. After the run is completed, sponsor sheets and the participant log are mailed to Run for Liberty Headquarters, where invoices and return envelopes are sent to all sponsors. Dollars raised by employees may be matched by the company, whose name gets registered on the plaque at the base of the Statue. All donations are tax-deductible.

"The Statue of Liberty is without peer as the symbol of freedom," emphasizes Brown. "A Run for Liberty can help restore it and the patriotic spirit of America." Employee services managers interested in the Run for Liberty program can call Brown collect at (215) 967-6134.

NESRA, NRA ANNOUNCE  
RIFLE-PISTOL TOURNAMENT  
WINNERS

The National Employee Services and Recreation Association and National Rifle Association's rifle and pistol competition consists of individual as well as four-person team matches in the categories of .22 caliber rifle, .22 caliber pistol, 10 meter precision air rifle and 10 meter precision air pistol. The course of fire for .22 caliber rifle events is at 50 feet; individual and team matches involve 10 shots prone and 10 shots standing for each competitor. The .22 caliber pistol events are also at 50 feet. Individual matches require 20 shots of slow fire and team matches require 20 shots slow fire for each of the four team members. The course of fire for 10 meter precision air events is at 33 feet, 20 shots standing for rifle individual and team matches and 20 shots slow fire for pistol individual and team matches.

National and regional winners were named in both individual and team matches. Listed below are the tournament's national winners:

<u>EVENT</u>	<u>WINNER</u>	<u>SCORE</u>
.22 Caliber Individual Rifle Match	P.A. Czech, Ford Motor Co.	199
.22 Caliber Rifle Team Match	3M Company #1	777
.22 Caliber Individual Pistol Match	N.R. Girardin, Pratt & Whitney	197
.22 Caliber Pistol Team Match	Pratt & Whitney #1	746
Women's Rifle Match	S. Kulzer, 3M	196
Women's Pistol Match	S. Kulzer, 3M	174
10 Meter Precision Air Rifle Individual Match	P. Durben, 3M Company	192
10 Meter Precision Air Rifle Team Match	3M Company	737
10 Meter Precision Air Pistol Individual Match	F. Stradmeyer, Pratt & Whitney	194
10 Meter Precision Air Pistol Team Match	3M Company	744
Women's Precision Rifle Individual Match	S. Kulzer, 3M Company	192
Women's Precision Pistol Match	S. Kulzer, 3M	182



THE RESOURCE  
TAP

Company stores are more than business enterprises. They are a valuable discount and convenience benefit to employees. They are also on the rise in company and employee association programs. To help other members of the NESRA network develop their own company stores, we need information on established stores. Please send your brochures, promotional pieces, reports and plans to NESRA Headquarters.

# KEYnotes

## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

August 1984 Vol. 14 No. 8

### CHILD CARE AID APPROVED AS EMPLOYEE BENEFIT

Child care aid may become more popular in corporate benefit plans because of a tax bill signed by President Reagan. The bill confirmed child care as an approved benefit in flexible plans that offer choices of health care and other tax-free benefits. Under the bill's provisions, workers must forfeit any unused benefit money at year's end.

Many companies are holding off on such plans because of the small number of employees who want the benefit. A Bureau of National Affairs report says less than four percent of a company's workforce use child care benefits. And only half of 214 large companies with flexible plans include child care, says the Employers Council on Flexible Compensation.

BankAmerica Corporation dropped its child-care benefit, reports the Wall Street Journal, saying the tax bills forfeiture penalty was "too great" a potential liability for workers.

### TUITION ASSISTANCE PROVISION DROPPED FROM DEFICIT REDUCTION ACT

Because tax conferees could not agree on a tuition assistance platform, House and Senate bills making tax-exempt certain employer educational assistance payments were dropped from the Deficit Reduction Act signed by President Reagan last week. Now, employees may only exclude from their current income tuition assistance that is job-related. Any payments made to upgrade employment skills or retrain workers is taxable.

Efforts to revive both bills, H.R. 2568 and S.B. 249, are already underway, though many in Washington are skeptical of success.

"There's little hope that all tuition assistance will again become tax-exempt," noted Mike Romig, director of employee benefits and pensions, U.S. Chamber of Commerce. "This makes everyone skeptical about other employee benefits, like group legal services, that will expire in the next few years."

## WEATHER AND WORK

Want to know how many of your employees will show up tomorrow?

Check the weather forecast. That's the advice of researchers at the Center for Climatic Research, University of Delaware.

They found from records of 6,000 salaried employees in 30 cities that rainfall during the morning rush hour reduces normal attendance at least two to three percent. Roll calls are not affected if precipitation is merely predicted but not falling as employees head for their jobs. If it rains during daylight on weekends Monday attendance also dips two to three percent. A nocturnal weekend rain, on the other hand, has no impact on Monday.

Unusually high temperatures actually help attendance in the sun belt. Possible reasons for this, say researchers, is that so many cars, offices and shops are air-conditioned. Such is not the case in the North. There, heat waves keep more workers at home.

SOURCE: U.S. NEWS & WORLD REPORT, INC., U.S. News Building, 2400 'N' Street, N.W., Washington, DC 20037.

## IDLE TIME IS CREATIVE TIME

Workers who want to be productive most of the time should be idle some of the time, recommends Michelle Hebert, editor of The Western Communicator. The most creative ideas often evolve during relaxed and calm periods, such as when someone is idle.

Hebert suggests the following ways to create idle time and use it efficiently:

- Recognize physical and mental limitations. Take frequent breaks to escape a pressured environment.
- Lock out interference. Close the office door and enjoy the peacefulness of a quiet office.
- Organize time, leaving portions open for idle time with no interruptions.
- Relax. When idle time occurs, do not be afraid to unplug the phone, lean back, and let your mind wander.

SOURCE: ASSOCIATION MANAGEMENT, American Society of Association Executives, 1575 Eye Street, N.W., Washington, DC 20005.

## LOCKHEED EMPLOYEES 'BEAT THE BOSS'

Seventy-five of the 500 Lockheed Missiles & Space Company employees and family members chasing the new company president "Beat the Boss" in a three-mile fun run last May. Calling the event "very positive for Lockheed," President Dan Tellep was particularly impressed with the camaraderie that resulted from the run.

Tellep, a 30-year veteran of the Lockheed workforce, became its president last March and regularly runs 10 to 20 miles each week. Nevertheless, 75 employees and family members beat his time of 21:00. The winner, a carpenter hired only the day before the race, won the event with a time of 16:18. His prize: coffee and doughnuts with the boss for a week.

All those who outran Tellep received "I Beat the Boss" buttons to commemorate their accomplishment. Everyone who participated, including a roller skater and pet dog, received a ribbon. To give women and children under 16 a better opportunity to beat the boss, coordinators (from the Lockheed Employee's Recreation Association -- LERA -- in Sunnyvale, California) gave them a one-minute headstart.

LERA's Aerospace Jogging Club developed the course layout, while the LERA Amateur Radio Club covered the event. After the race, fresh fruits, juices and tunes by the Menlo-Atherton High School band provided a social atmosphere.

"I have a good friend who said I couldn't do (the three miles)," Glenn Anderson, a 31-year-old dispatcher, told The Mercury News. "Well, I said I could. If they (have) another run next year, I'd do it again."

## FILMS, SLIDE SHOWS AVAILABLE FOR PHOTOGRAPHY CLUBS

Seeing is believing, especially for amateur or professional photographers. Whether viewing various darkroom procedures or appreciating another photographer's work, visual mediums become effective tools to perfect skills. Slides or films can greatly enhance any photography club meeting.

The new "Your Programs from Kodak" sales and loan catalog is a gold mine of ideas, describing slide shows complete with cassettes and scripts, and 16 mm optical-sound films on a wide variety of subjects. The colorfully illustrated book may be obtained free of charge by writing Photo Information Department, Dept. 841-PF, Eastman Kodak Company, Rochester, N.Y. 14650.

Instructional offerings come at all levels, including the Program Series 35, designed for users of 35 mm cameras. There is material on darkroom work, ranging from beginning black-and-white to color printing. Of general interest in the instructional offerings are programs on practical uses of photography, careers and prize-winning pictures.

## NESRA REGIONS HOST CONFERENCES

Employee services and recreation managers from across the country can learn more about their field and successful management techniques, while meeting their professional peers at any of four conferences sponsored by regions of the National Employee Services and Recreation Association (NESRA). Listed below are those upcoming conferences:

"An Investment in the Future": Region VII Conference & Exhibit September 6-9, 1984, Camelback Inn, Scottsdale, AZ  
Contact: Mary Smith - (602) 894-4257

"Communications Connects": Region V Conference & Exhibit October 12-13, 1984, Holiday Inn, Minneapolis, MN  
Contact: Karen Alexander - (612) 932-8043

"A Capital Experience": Region II Conference & Exhibit October 25-27, 1984, Sheraton, Washington, DC  
Contact: Randy Schools - (301) 496-6061

"Helping People Grow": Region III Conference & Exhibit November 15-17, 1984, Drake Oak Brook Hotel, Oak Brook, IL  
Contact: Peggy Vicik - (312) 698-3000

## NIRREF ADOPTS NEW NAME

The National Industrial Recreation Research and Educational Foundation (NIRREF), the research arm of the National Employee Services and Recreation Association (NESRA), officially changed its name to NESRA Education and Research Foundation at NESRA's 43rd Annual Conference and Exhibit.

This fall the foundation will release results from its fitness training project and biannual survey of NESRA members.

## THE RESOURCE TAP



NESRA is interested in learning about your sporting goods buying habits. How much equipment do you buy annually? What specific products are you purchasing? Do you buy directly from manufacturers or do you purchase your supplies from local sporting goods stores? What trends have you noticed in equipment and sportswear? Please send us a letter at headquarters explaining your buying patterns.

Also this month, we are interested in seeing three copies of each of your most successful promotional vehicles, such as brochures, flyers, table tents, etc. We would like to share your winning ideas with other employee services managers.

# KEYnotes

THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

October 1984 Vol. 14, No. 10

## HOUSE COMMITTEE REPORTS ON CHILD CARE

The House Select Committee on Children, Youth and Families has issued a 163 page report documenting a widespread need for every form of child care. The report argues persuasively that government child care subsidies for low to moderate income families end up costing the government less than maintaining the families on welfare.

Recommending that Congress examine the tax system to find further ways of encouraging corporations to help employees with child care, the report also advises Congress to require states that get child care subsidies to have adequate licensing, inspection and training requirements for day care centers. The committee report asks that federal subsidy for child care be increased and that funds be made available to help nonprofit organizations start before and after school care programs and information and referral services.

The overriding message of the report is that spending money on child care makes good fiscal sense.

## INTERNAL REVENUE CODE UNDER SCRUTINY

The House Ways and Means Committee has just concluded panel discussions on proposals to restructure the Internal Revenue Code and reduce the federal deficit. Tax simplification, a value-added tax and a national sales tax all came under the committee's scrutiny. Their colleagues in the Senate Finance Committee addressed similar issues earlier in the month.

## LATEST RULINGS ON UNRELATED BUSINESS

The IRS has published a revised version of Publication 598, Tax on Unrelated Business Income of Exempt Organizations, which incorporates some minor changes to the IRS rules on this complex subject. Copies are available from the IRS Forms Distribution Center, 1500 Bannister Road, Kansas City, MO, 64131.

NESRA members should be aware of these IRS rulings for guidance on which areas of their non-business related income are subject to tax.

## **WATCH FOR HOSPITAL BILLING ERRORS**

Mistakes on hospital bills result not only from complicated billing procedures, but also from the practice of billing patients for treatments when the doctor prescribed them, not when the patient actually received treatment, according to Gary Gelman, president of American Claims Evaluation, Inc., a claims auditing firm.

To help employers keep medical costs down, American Claims has prepared a brochure that companies can distribute to employees.

"Your Hospital Bill: Six Steps to Savings" advises employees to keep a diary of hospital treatments and services, to check for typographical and clerical errors and to check for unusual charges.

"Hospitals frequently overbill patients by 3 percent to 4 percent of a bill's total charges, and a simple review of listed items will yield savings," Gelman notes.

To order the booklet, write to American Claims Evaluation, Inc., 375 North Broadway, Jericho, New York 11753.

SOURCE: Employee Benefit Plan Review, published by Charles D. Spencer Associates, Inc., 222 West Adams Street, Chicago, Illinois 60606.

## **JOB INVOLVEMENT CURBS EMPLOYEE ABSENTEEISM**

Job involvement is more important than job satisfaction when it comes to keeping employees coming back to work, according to a recent study on employee absenteeism in Link Magazine, published by the Wholesale Florists & Florist Suppliers of America, Inc., Arlington Virginia.

The study shows employees who feel unimportant or who receive few work rewards are more likely to call in sick or ask for time off.

Managers can keep their employees involved in the following ways:

- Change workers' routines. Employees become bored performing the same duties day after day.
- Provide feedback. Offering rewards or constructive criticism gives employees a feeling that managers are concerned about their work.
- Encourage group interaction. Isolated employees can easily become bored. Group participation helps reduce loneliness.

SOURCE: Association Management, American Society of Association Executives, 1575 Eye Street, N.W., Washington, D.C. 20005.

## EDUCATING EMPLOYEES ABOUT ECONOMICS

When employees understand the workings of a business, things run more smoothly. This has been the experience of more than 30 companies which have employee economic awareness programs (EEAPs), according to a report from the Bureau of Business Practice.

Ray Shamie, founder and chair of the Metal Bellows Corp., started the EEAP concept in 1976, says Management World. In 1979 he founded the Productivity Communication Center, which teaches the economic system to businesses and helps other companies to teach or run similar economic awareness programs.

Shamie says that every company with an EEAP has increased productivity and morale, which he attributes to the employees' better understanding of how the company works.

In a typical EEAP, employees are educated at monthly meetings with voluntary attendance held on company time. Economic basics, current affairs, inflation, energy, government regulation and taxation are among the topics that can be addressed in the meetings.

By educating employees about economics, EEAPs help workers realize that what's good for the company is good for them.

Another advantage of an employee economic awareness program is that it unifies the relationship between management and employees. Employees recognize that they must work together with management as a team.

## SPORTS FILMS AVAILABLE FOR RECREATION GROUPS

Add just the right touch to your next recreation club meeting, fundraiser or employee program -- for free.

Whether you're interested in contemporary sports stories and superstars or a nostalgic look at great sports moments of the past, the new Miller Sports Film Library catalog lists a wealth of free films that will fit your employees' needs and add to your program that extra something special.

Football, auto racing, fishing, boating, basketball, shooting and skiing are among the many subjects available. New instructional films include golf, cross country skiing and running for health. For businesses that provide movie breaks at their meetings, there are a number of short motivational films on topics such as teamwork -- all with a sports theme.

All of the films are available in 16mm and many are also offered in videocassette. To obtain a complimentary copy of the catalog, write to the Miller Sports Film Library, c/o Karol Media, 22 Riverview Drive, Wayne, NJ 07470-3191. Requests should be sent on club stationery to facilitate handling.

**NESRA ANNOUNCES 1985  
COMPETITION/AWARDS  
PROGRAM SCHEDULE**

Success following success. This is what the National Employee Services and Recreation Association is anticipating in announcing its 1985 Contest/Tournament/Awards Program schedule. Last year's competition was most successful, with a record number of NESRA members and their employees participating in many of the events.

"This year we hope to have even more entries," says Carla Prusak, director of member services at NESRA. "By participating in the various contests, tournaments and the Awards Program, NESRA members and their employees have a chance to gain national recognition."

Listed below is the 1985 schedule:

**RIFLE-PISTOL COMPETITION**

Dates: November 1 - April 15  
Fee: Individual Fee - \$2.50 Per Entry  
Team Matches - \$8.00 Per Team  
Coordinator: John Grubar - 202/828-6000  
Sponsor: National Rifle Association  
Prize: Silver Bowls  
Information Mailed Out: October

**FISHING CONTEST**

Dates: January 1 - December 31  
Fee: \$20.00  
Coordinator: Dale Hails - 416/560-5886  
Sponsor: American Fishing Tackle Manufacturers Association  
Prizes: Certificates and Trophies  
Information Mailed Out: December

**AWARDS PROGRAM**

Dates: January - March  
Fee: Individual Entry Fees For Each Award  
Coordinator: NESRA Vice-President of Member Services  
312/562-8130  
Sponsor: NESRA  
Prizes: Certificates and Plaques  
Information Mailed Out: December

**BOWLING TOURNAMENT**

Dates: February 1 - March 19  
Fee: \$20.00  
Coordinator: Jack Jarvis - 414/457-4441  
Sponsor: Brunswick Recreation Centers  
Prizes: Trophies - Bowling Balls - Bag Tags  
Information Mailed Out: January

**PHOTOGRAPHY CONTEST**

Dates: February 1 - April 15  
Fee: \$20.00  
Coordinator: George Stark - 314/872-5555  
Sponsor: To Be Announced  
Prizes: To Be Announced  
Information Mailed Out: January

Regional golf tournaments will be announced at a later date.

# KEYnotes

## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

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### 1984 NESRA ELECTION RESULTS

Ronald C. Jones, CESRA and executive vice president of the CAC Recreation Association, Inc. at Oneida Ltd. Silversmiths in Sherrill, New York, was elected president-elect for the 1984 term beginning January 1 by the NESRA membership. A member of NESRA since 1977, Jones currently serves the association as the vice president of finance and treasurer.

In other election results, Alice Bucca, CESRA and corporate manager of employee services and recreation at the Digital Equipment Corporation in Maynard, Massachusetts, retained her position as national vice president of research and development.

Don Strosnider, CESRA and employee services and recreation coordinator for the DuPont Savannah River Plant in Aiken, South Carolina, won his bid for NESRA's national vice president of finance and treasurer.

Patricia Yandell, CESRA and supervisor of employee services and communications at Northern Telecom, Inc. in Richardson, Texas, won the position of national vice president of public and government affairs.

### NEW LAW GIVES BOOST TO EMPLOYER EDUCATIONAL ASSISTANCE

President Reagan recently signed a bill (H.R. 2568) restoring the tax exempt status of educational benefits not related to the specific job of the employee.

Public Law 98-611, passed on October 31, reestablishes this tax exemption, which had expired on January 1, 1984. Due to the expiration, any tuition reimbursements for non-job related courses received by the employee after January 1 became taxable as part of the employee's gross income and also subject to state and federal taxes.

The new law provides for a cap of \$5000 on the amount of benefits which may be received tax free. Most importantly from the employer's standpoint, the law relieves employers of penalties for not withholding income and payroll taxes that should have been applied to education payments after the tax-free exemption expired in January.

## LEAVE FOR FAMILY ILLNESS PROVES A MORALE BOOSTER

A growing number of corporations are now offering employees family-sickness leave and, as a result, are reaping the benefits of higher morale, reports The Wall Street Journal.

Under the policy, paid excused leave is granted to employees when a child, spouse, or elderly parent living with them falls ill. The firms have found that the leave is used equally by members of both sexes and is not abused. Moreover, employee morale and productivity are improved when employees realize the organization is concerned about their problems.

Source: Association Management, American Society of Association Executives, 1575 Eye Street, N.W., Washington, D.C. 20005.

## STUDY REVEALS EMPLOYEE JOB PRIORITIES

### What do employees want?

It's not what most managers think they want, according to a 30-year study. The Minnesota Gas Co., headquartered in Minneapolis, questioned 57,000 workers over a 30-year period, asking them to rank 10 common job factors. Managers on the average predict pay to be foremost among employee priorities, when actually it only ranks fifth as revealed by the study. The following is a list of worker's top ten priorities:

- 1) Security: steady work, no layoffs, sureness of being able to keep your job.
- 2) Type of Work: work that is interesting and well liked by you.
- 3) Advancement: opportunity for promotion.
- 4) Company: employment by a company for which you're proud to work.
- 5) Pay: large income during year.
- 6) Coworkers: pleasant and agreeable fellow workers.
- 7) Supervisor: a good boss who is considerate and fair.
- 8) Benefits: vacation, sick pay, pension, etc.
- 9) Hours: good starting and quitting time, good number of hours per day or week, day or night work, etc.
- 10) Working Conditions: comfortable, clean workplace; no excessive noise, heat, cold, odors, etc.

Perhaps the most important lesson of this ongoing study, says David L. Sears in a recent article in Management World, comes from looking at 30-year trends. While there are some changes in the type of work people want, the real trend is stability. While managers may be tempted to jump on the bandwagon of motivational fads, employees' concerns may be more basic and constant.

Source: Management World, Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090.

FOCUSING ON PHOTOGRAPHY  
CLUBS: HOW TO MAKE  
YOURS CLICK

The key to a successful photography club depends on careful planning and organization. Becki Gregory, administrator of employee services at Rockwell International in Cedar Rapids, Iowa, offers the following suggestions:

- Send out surveys to employees to ascertain that there is an interest in a photography club.
- Find an employee who is already involved in another photography club or who has prior experience and can assist in the organization.
- Utilize Motorola's Recreation Manual as a reference guide for setting up a constitution and administrating the club.
- Employee services managers should help get the club started, but officials should be elected as soon as possible. Only with employee interest and enthusiasm, contends Gregory, will a successful club result.
- Use prizes and contests to encourage new members to join and increase current member interest. For example, Rockwell's photography club entered NESRA's photo contest.
- "Encourage people of all skill levels to participate," suggests Gregory. At Rockwell International, more experienced photographers actually improved their technique by teaching beginners.
- "Get activities going quickly," Gregory recommends. The newly-founded photography club at Rockwell immediately planned events such as visits to local photography exhibits and special meetings featuring guest speakers and experts in the field.
- Perhaps most importantly, Gregory suggests coordinating the photography club's events with other company activities. Pictures were needed of Rockwell's "Fun Run," so Gregory sought out members of the club to take the needed photos of the event. Both the company and employees benefit from the organization of a photography club.

PUT THE SPOTLIGHT ON  
YOUR EMPLOYEE PROGRAM

You can help your fellow NESRA members and gain recognition and publicity for your efforts by alerting the NESRA staff to interesting activities and programs in your organization. Your employee program could be featured in "Keynotes" or could be the subject of our "Program Spotlight" in Employee Services Management magazine.

We want to hear about your successful programs. Send ideas for our "Program Spotlight" or programming tips to June Cramer, director of communications, NESRA, 2400 South Downing, Westchester, Illinois 60153.

EMPLOYEE SERVICES  
MANAGEMENT NEEDS  
YOUR INPUT

Employee Services Management, NESRA's monthly magazine, needs your input and experience as an employee services and recruitment administrator. Please take some time to look over our 1985 editorial plan. If there is any area in which you could share your knowledge and expertise, whether it be by writing an article or providing information, we encourage you to do so.

By sending in your ideas and suggestions, you will help us to deliver a more valuable publication and make NESRA a more effective resource for you, its members.

1985 Employee Services Management Editorial Calendar

February	<u>Employee Services</u> : Strategic Planning - Non-Job Related Educational Programs
March	<u>Progressive Management</u> : Interest Surveys - Tax Laws and Employee Associations - Adopting a Code of Ethics
April	<u>Wellness</u> : Selecting a Fitness Instructor - Healthy Back Programs - Laughter as Modern Medicine - Toward a Smoke-Free Environment
May/June	<u>Communications</u> : Handling Employee Complaints - How Computers Can Help Your Communications - Making Presentations to Management - How to Make Your Newsletter Write
July	<u>The Changing Workforce</u> : Employee Assistance Programs - The Future of Child Care - Moving From the Industrial to the Informative Age
August	<u>Discount Services</u> : Equipment Rental Programs - The Company Garage Sale - Putting the Barter System to Work in Your Company
September	<u>Employee Travel</u> : Where Employee Services Managers Send Their Employees - Off-Season Travel - Travel Planning Resources
October	<u>Sports Programming</u> : Liability and Liability Insurance - Cooperating with Your Local Park District - Worker's Compensation - Modifying Sports Programs for the Changing Workforce
November	<u>Facility Design</u> : Setting up the Company Store - Portable Facilities/Equipment - Security in Your Recreation Facilities
December/ January	<u>The Future of Employee Services and Recreation</u> : Personal Computers - Trends in Human Resources Management

THE RESOURCE  
TAP



Program planning often begins with a survey of employee interests. This month, members are asked to send in samples of questionnaires they have used to survey interest in fitness programs and employee services and recreation activities. By stocking a wide variety of interest surveys, NESRA can assist even more companies in establishing employee programs that meet the needs of today's workforce.

# KEYnotes

## THE MONTHLY NEWSLETTER FOR EMPLOYEE SERVICES AND RECREATION MANAGERS

December 1984 Vol. 14, No. 12

### RULING HOLDS EMPLOYERS LIABLE FOR INTOXICATED EMPLOYEES

Employers may be held liable for damages caused by an employee sent home by his supervisor when the employee is in an obviously intoxicated state, according to a recent ruling by the Texas Supreme Court.

In the recent case, *Otis Engineering Corporation v. Clark*, a supervisor determined that an employee was obviously too drunk to work. The supervisor sent the employee home in the employee's own car. On the employee's way home, he was at fault in an automobile accident that killed two women. Their surviving husbands filed suit against the employer, claiming that the employer was negligent and careless in permitting an intoxicated employee to drive home, reports Richard I. Lehr in EAP Digest.

This case was the first time the Texas Supreme Court had to consider employer liability when the employee was not acting pursuant to the employment relationship. However, the court stated that the employer, recognizing that the employee was obviously intoxicated, could have foreseen the possibility of an accident and likelihood of an injury.

"When, because of an employee's incapacity, the employer exercises control over the employee, the employer has a duty to take such action as a reasonable, prudent employer under the same similar circumstances would take to prevent the employee from causing unreasonable risk of harm to others," the court added.

This case raises a number of questions regarding what an employer should do when an employee is observed who may possibly be under the influence of alcohol or drugs. The ruling may apply to NESRA members if they send an intoxicated employee home from a company picnic, Christmas party or other employee event.

WORKPLACES: THE NEW  
COMMUNITIES

Work is no longer just for earning a living. Rather, it is becoming the new community, where people can find interaction with others to enrich their lives.

These are the views of Rev. William J. Byron, S.J., president of The Catholic University of America, Washington, D.C. According to Byron, work places people in communities which are replacing the social-support systems once provided by families, neighborhoods and churches. These traditional reference points, President Byron said in a recent interview with The Generalist, are "receding into the background."

Because of the decline of traditional social environments, "our interaction with one another is more focused on the workplace than it's ever been," according to Byron. "We share a little more in the workplace than we did before."

Byron notes a trend in programs devoted to "workplace enhancement," those which take account of the needs of workers such as flextime. While these programs can be used to increase productivity, they can, according to Byron, also be instituted to allow employees to become more involved in communities outside the workplace.

Although he stresses that the workplace is a community, Byron notes that it does have its limitations. "The workplace," he says, "will never be a complete substitute" for such traditional structures as families, neighborhoods and churches.

Byron notes that business is becoming more aware of its communal nature and obligations. Business in general is "trying to promote some community within the workplace," he says, "and I think that's good."

Source: Management World, Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090.

HOLIDAY CHEER  
FOR EMPLOYEES

Workers in four out of ten companies will get gifts or bonuses, and 55% will go to company year-end parties this holiday season, according to a Bureau of National Affairs survey.

Bottles of liquor are regaining popularity as yule gifts for employees, according to a biennial survey on gift giving by Dartnell Institute of Business Research in Chicago. Food items still rank first among corporate gifts at 57 percent, reports U.S. News and World Report. Next are money, 34 percent, and personal gifts, usually picked from a catalog, 16 percent.

**LOOK A GIFT HORSE  
IN THE MOUTH**

All through the year, but especially at holiday time, travel agents and travel suppliers (and other vendors as well) may be offering your department services or gifts. This could lead to problems, including the appearance of conflict of interest.

If you're not sure how to handle this, you might consider some guidelines suggested by Micro Design Company in Hartford, WI:

- Advise all employees and business associates that suppliers' gift-giving is discouraged.
- Return gifts over a certain value (say \$10.00) with a note citing your company's policy.
- Determine that inexpensive advertising novelties such as calendars, memo pads and pencils, which have a company trademark as a business reminder, are advertising novelties and not gifts.
- Establish that a luncheon, sports event or other outing with a supplier is at the discretion of the employee, perhaps with supervisor approval.
- Suggest that travel agents or suppliers should ship premiums offered as part of routine business to the company, and they should be considered company property. Discounts and competitive prices are preferable to premiums.

Source: Travel Smart For Business, Communications House, Inc., Dobbs Ferry, NY 10522.

**HOLDING A COMPANY  
MONOPOLY CHAMPIONSHIP**

Looking for a unique fundraiser? A note to Joyce Appelman at Rowland Company, 415 Madison Avenue, New York, NY 10017 will give you details on how to stage a Monopoly championship at your company.

The game's manufacturers, Parker Bros., will supply free games and score sheets. Your company or organization then sends winning scores to a central file that selects candidates for the U.S. National Playoffs.

If a player from your company wins the championship, your organization can collect \$4,692, the total of a year's rent on each of the properties on the game's board.

NESRA 1985  
REGIONAL DIRECTORS

Regional directors for six of NESRA's ten regions have recently been elected. These directors represent their region's membership on the association's board of directors.

Region I (East).....Chuck Bouchard  
Raytheon Company  
350 Lowell Street  
Andover, MA 01810  
(617) 475-5000 ext. 3211

Region II (Mid-East).....Sue Potter  
Nationwide Insurance Co.  
One Nationwide Plaza  
Columbus, OH 43216  
(614) 227-6417

Region III (Midwest).....Mike Gall  
Steelcase, Inc.  
1120 36th Street S.E.  
Grand Rapids, MI 49508  
(616) 247-2422

Region IV (South).....Bruce Coxe  
Stromberg-Carlson Corp.  
P.O. Box 1698  
Sanford, FL 32771  
(305) 849-3575

Region VI (Southwest).....Mike Bass  
Phillips Petroleum Co.  
B66 Adams Building  
Bartlesville, OK 74004  
(918) 661-5618

Region VII (West).....A. Jody Merriam  
Oakland City Employees  
Recreation Association  
1520 Lakeside Drive  
Oakland, CA 94612  
(415) 273-3791

THE RESOURCE  
TAP



NESRA is interested in learning about your company Christmas party. Is it held on company premises? Are employees' children and families invited? What type of entertainment is held? Do you serve liquor? Please send us a letter at headquarters--2400 S. Downing, Westchester IL 60153--telling us more about your holiday festivities. We would like to share your winning ideas with other employee services managers.